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January 12, 1976

*Approved by
Bush's office*

MEMORANDUM FOR: Ambassador George Bush

SUBJECT: Proposed Schedule for Agency/Intelligence Community Briefings - Wednesday, 14 January through Friday, 23 January 1976

The attached schedule is suggested for your continuing CIA and Intelligence Community briefings during the above period.

Also, please note that:

- The attached memorandum from [redacted] explaining the series of briefings designed to prepare you for the Congressional hearings on the FY 1977 Intelligence Community budget. These hearings probably will be held in early February.
- During the week of 20 January, we will propose a briefing schedule for the weeks of 26 January and 2 February. These future briefings also will include your individual meetings with USIB members and USIB Committee Chairmen. (A memo from [redacted] describing the USIB Committees is attached.)

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We would appreciate your approval and amendments, if any, to the attached as soon as convenient [redacted]

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Executive Assistant to the DCI

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Role of National Intelligence Officers (NIOs)

A basic reason for the establishment of the NIOs in October 1973 was to develop a mechanism which could help the Director of Central Intelligence respond to the President's charge to take a more positive role in leading the Intelligence Community. Specifically, the DCI was tasked with improving (among other things) "the responsiveness of the US intelligence effort with respect to national requirements" and with improving "the quality, scope and timeliness of the Community's product." The NIOs, as the DCI's principal substantive staff officers for specific geographic or functional areas, represent a device through which the attention and resources of the Community elements can be focused on intelligence problems of major policy concern. Each NIO monitors the entire intelligence process in his or her area of responsibility, with special emphasis on the production of national intelligence.

The "production of national intelligence" in this context, however, has a definite specialized meaning. The actual work on most national intelligence products -- Estimates, assessments, memoranda of various types, etc., is done by officers and analysts throughout the Community

under the overall supervision of an NIO. Under the DCI's concept for the NIOs, an NIO is envisaged as a channel of communication and a coordinator and manager of national intelligence production rather than a drafter of intelligence reports. Indeed, a major objective of the NIO system is to ensure that the best talent available throughout the Community is engaged in producing national intelligence products and in ensuring that these products are timely, directly responsive to the needs of and helpful to key decision makers at the policy level.

The NIOs are responsible for maintaining close contact and continuing dialogue with policy-level customers on the National Security Council (NSC), its staff and ancillary committees, and with senior subordinates in the departments whose heads are members of the NSC. Through these contacts, the NIOs are kept abreast of policy-level consumers' needs for national intelligence and serve as a conduit for relaying these needs and concerns to specialists throughout the Community. The NIOs also serve as a mechanism for energizing and focusing all of the Community's knowledge and expertise on the specific problems of concern to our national leadership. This involves ascertaining what has to be collected, analyzed and produced to meet the needs of the national-level customer. In general, each NIO is charged

with viewing his or her area of responsibility and the Community's performance with respect to it as the DCI would view them if the DCI could devote his full time to that area (and had the NIO's background and expertise in it).

On the DCI's behalf, the NIOs -- in conjunction with the Intelligence Community Staff -- play a leading role in a process developed by the DCI to make the Intelligence Community focus its efforts, and the allocation of its resources, on the intelligence problems directly related to our national leadership's major, current foreign policy concerns. This process is keyed to the fiscal year cycle and has five component parts.

-- The first step is the production of the "DCI's Perspectives for Intelligence," which are submitted annually to the President through the National Security Council Intelligence Committee. The "Perspectives," which the NIOs and ICS help the DCI prepare, constitute our attempt to discern the shape of the world, over the ensuing five years, within and in light of which the U.S. Government's intelligence (and foreign policy) activities will have to be conducted. The "Perspectives" are intended to influence current fiscal year decisions whose effect will be felt or results manifest only after several years.

-- Before the beginning of each fiscal year (and in light of the "Perspectives"), the NIOs and the Intelligence Community Staff assist the DCI in preparing the "DCI's Objectives for the Intelligence Community," which also are forwarded to the President via the NSCIC. The Substantive Objectives (usually about five in number) are succinct statements of the Community's major tasks in the year ahead and serve to set the stage for the more specific Key Intelligence Questions. The Resource Management Objectives focus on the area of resource allocation and are related to the management of the Community by the DCI.

-- In light of these Objectives, the NIOs -- in consultation with their colleagues throughout the Community and with the policy-level consumers with whom they maintain a continuous dialogue -- prepare a set of Key Intelligence Questions (KIQs) for the forthcoming fiscal year. These KIQs, usually about 70 in number, identify the most important world-wide questions which the Intelligence Community needs to address, and try to answer, if it is to meet its Objectives and render optimum support to the President, the National Security Council and other senior officials with policy

responsibilities. The KIQs are reviewed and discussed by the United States Intelligence Board, then submitted by the DCI to the NSCIC and issued by him to the Intelligence Community.

-- After the KIQs are issued, the NIOs meet with their Community colleagues, including the program managers of all of the Community's collection and production activities. Working with their colleagues, the NIOs develop a "strategy" for each KIQ (each individual NIO being responsible for the "strategies" -- and the KIQs -- relating to his or her area of geographic or functional responsibility). These KIQ Strategy Reports outline the steps the Community's various components plan to take -- and have agreed to take -- in order to try to develop answers to the KIQs.

-- After the end of each fiscal year, there is an assessment of the Community's performance: the KIQ Evaluation Process, or KEP. The KEP includes an overall assessment of how well (or poorly) the actions outlined in that KIQ's Strategy Report were carried out. (By the DCI's direction, these succinct narrative assessments are "simple, arbitrary and subjective.") Augmenting the narrative assessments of the NIOs, the Intelligence Community Staff assembles data on the

weight of Intelligence Community effort, and the amount of resources, devoted to each separate KIQ, and to the KIQs as a whole. The KEP, thus, helps the DCI in assessing the Community's overall performance, in spotting areas where corrective action needs to be taken, and in formulating the resource allocation recommendations included in his annual National Foreign Intelligence Program budget.